



Commandant's NOTE

MAJOR GENERAL MICHAEL F. SPIGELMIRE Chief of Infantry

FM 25-100, TRAINING THE FORCE

The Chief of Staff of the Army, General Carl E. Vuono, on 15 November 1988 approved Field Manual 25-100, Training the Force. He personally distributed copies of the manual to all of his corps and division commanders and then spent three days discussing it with them.

The manual provides the authoritative foundations for planning, executing, and assessing training at the individual, leader, and unit levels. Our leaders must understand the importance of training as they will fight. Accordingly, the central concept of this manual is "battle focus," which is the process of deriving a unit's peacetime training requirements from its wartime missions. The commander's analysis of missions or contingency operations and external directives generates a mission essential task list (METL). He then focuses his training programs on the critical wartime tasks that his unit must be able to perform.

The remainder of FM 25-100 contains details on how to plan, prepare, execute, and assess training. Our training must be doctrinally correct, must be performance oriented, and must have measurable standards. Most significantly, we must put our efforts into training to a high standard the critical tasks and skills—both collective and individual—that will ensure victory on the battlefield.

We at the Infantry School recognize that the foundation for good training begins with incorporating these critical training fundamentals into our core leader courses. We accomplish this through a practical hands-on approach to training management instruction and the accompanying training literature. The approach and the literature are reflected in our training management model of instruction, and in our updated Mission Training Plans (MTPs) and Soldier's Manuals, which support the commander's METL and battle focus process.

To embed FM 25-100 into the leadership courses at

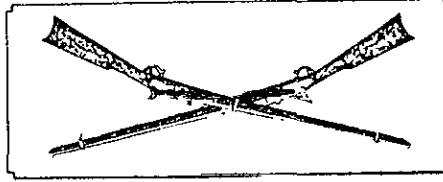
the Infantry School, we developed an Infantry Officer Advanced Course (IOAC) model that teaches students the concepts of battle focus, METL development, and training assessment. Each officer is taught how to put together training exercises that are based on his unit's METL and its training needs. After receiving the normal tactical instruction, a student then designs a situational training exercise (STX) to use in training a simulated unit on a tactical operation. This requirement forces the student to use the MTPs and operations outlines to plan an STX. The model, used in IOAC classes since March 1988, is a sound approach to ensuring that our leaders know how to train their units to fight.

We have taken a similar approach with the Infantry Officer Basic Course (IOBC) and the Advanced NCO Course (ANCOC). In these two courses, in addition to their classroom instruction, students develop and execute STXs on the ground. This approach to instruction has the added value of producing leaders who are certified, not only in the critical leader tasks they must perform, but also in training their units to accomplish their critical collective tasks.

An important aspect of this training is the emphasis we place on the role of noncommissioned officers in ensuring that a unit's individual training tasks support its collective mission essential tasks.

The final and perhaps most significant initiative we have taken in support of FM 25-100 has been to completely revise MTPs and Soldier's Manuals. These products are vital links in the training development process and must be fully understood before they can be properly used. They provide the linkage of critical tasks from brigade to individual level. The bridge between the two sets of manuals is the task matrix found in Chapter 2 of each MTP.

The MTPs list both the critical wartime mission outlines and the training evaluation outlines (TEOs) for the



collective tasks. The MTPs are linked both vertically and horizontally to support the unit training needed to accomplish mission essential tasks. The accompanying diagram shows an example of a unit METL from division to company level. At each level, the METL tasks are supported by the critical operations found in the appropriate MTP (shown in parentheses).

MTP 7-8 contains the critical wartime operations and collective tasks for all infantry squads and platoons, mounted and dismounted. MTPs 7-10, 7-20, and 7-30 tie together the critical operations and collective tasks for dismounted units from company level through brigade level. MTPs 71-1, 71-2, and 71-3, which have been produced jointly with the Armor School at Fort Knox, link the operations and tasks for mounted units from company team level through heavy brigade level. Each echelon manual is linked horizontally with its counterpart manual to ensure the standardization of training throughout the force. Collectively, the manuals facilitate multi-echelon, combined arms training programs to achieve and sustain wartime proficiency.

A unit's individual training program supports its collective program, and the Soldier's Manuals provide the individual tasks, conditions, and standards that support the collective tasks. As the commander establishes the collective tasks to be trained, the NCO leaders—from the command sergeant major to the squad leaders—select the individual tasks that support the unit's METL. All leaders must support the NCOs' role in developing and sustaining individual soldier skills.

The Infantry School has made tremendous strides in linking its individual and collective training products, and all of our MTPs and Soldier's Manuals are now published and in distribution. These manuals will greatly aid commanders as they plan and execute their units' training programs as envisioned in FM 25-100. They describe a training plan that is flexible enough to permit units to conduct training that is tailored to their specific needs, but a plan that is still detailed enough to foster sound standards and a desirable level of training standardization.

collective tasks. The MTPs are linked both vertically and horizontally to support the unit training needed to accomplish mission essential tasks. The accompanying diagram shows an example of a unit METL from division to company level. At each level, the METL tasks are supported by the critical operations found in the appropriate MTP (shown in parentheses).

MTP 7-8 contains the critical wartime operations and collective tasks for all infantry squads and platoons, mounted and dismounted. MTPs 7-10, 7-20, and 7-30 tie together the critical operations and collective tasks for dismounted units from company level through brigade level. MTPs 71-1, 71-2, and 71-3, which have been produced jointly with the Armor School at Fort Knox, link the operations and tasks for mounted units from company team level through heavy brigade level. Each echelon manual is linked horizontally with its counterpart manual to ensure the standardization of training throughout the force. Collectively, the manuals facilitate multi-echelon, combined arms training programs to

